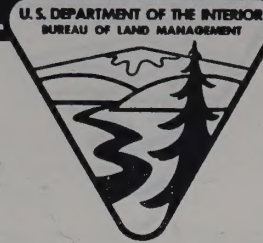




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# HEADQUARTERS ORGANIZATION STRATEGY



**Looking to the Future!**

***FROM CONCEPT to STRATEGY to STRUCTURE***

**Headquarters Organization Project**

HD  
58.8  
.H43  
1994

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BLM Library  
Denver Federal Center  
Bldg. 501, 00-521  
P.O. Box 25047  
Denver, CO 80225

Bureau of Land Management  
June 1994





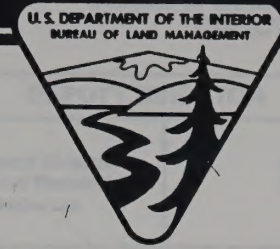
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HD  
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1994

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# HEADQUARTERS ORGANIZATION STRATEGY



Looking to the Future!

Phase I

Phase II

Phase III

**CONCEPT → STRATEGY → STRUCTURE**

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Denver, CO 80225







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PRESENT STRUCTURE

Bureau of Land Management DIRECTOR													
DEPUTY DIRECTOR											Deputy Director External Affairs		
Assistant Director Management Services			Assistant Director Lands and Renewable Resources			Assistant Director Support Services			Assistant Director Energy and Minerals	Assistant Director Resource Protection			
Division, Finance	Branch, Property Mgmt. Branch, Procurement Mgmt. Branch, Support Services	Division, Evaluation & Mgmt. Anal.	Branch, Info. Resources Planning Branch, Info. Access Policy Branch, Directives & Info. Services Branch, Info. Technology Services	Division, Admin. Services	Division, IRM	Division, Budget	Division, Range	Division, Forestry	Branch, Soil/Water/Air Branch, Range Management	Division, Wildlife & Fish	Branch, Wilderness Branch, Recreation		
				Division, Lands				Division, Recreation & Wild Res.					
				Division, Cultural Heritage									
Division, Personnel	Branch, Policy Branch, Operations		Branch, Policy Branch, Operations	Division, EEO	Branch, Policy Branch, Operations	Division, Planning	Division, EEO Investigation Staff	HQ EEO Officer	Safety Staff	Project Staff	Division, Fluid Minerals Mgmt		
		Division, Cadastral Survey		Division, Engineering								Division, Employee Development	Division, Hazardous Materials
Division, Fire & Aviation	Branch, Policy Branch, Operations	Division, Law Enforcement	Branch, Policy Branch, Operations	Division, Fire & Aviation	Branch, Policy Branch, Operations	Division, Law Enforcement	National Interagency Fire Center	Office, Envir. Ed. & Volunteers	Office, Controlled Corresp.	International Affairs Staff	Division, Public Affairs		
Division, Congressional Affairs	Branch, Policy Branch, Operations	Division, Congressional Affairs	Branch, Policy Branch, Operations	Division, Congressional Affairs	Branch, Policy Branch, Operations	Division, Congressional Affairs	Division, Congressional Affairs	Division, Congressional Affairs	Division, Congressional Affairs	Division, Congressional Affairs	Division, Congressional Affairs		

Estimated Employment Statistics:  
Comparisons of WO and BLM total

	WO	WO% of BLM	Tot BLM
Employment	374	3%	12,64
#SES	12	46%	2
#S15's	22	39%	5
#NS15's	11	58%	1
#S14's	26	15%	17
#NS14's	48	72%	6
Total 14-SES's	119	35%	34

Estimated Employment Statistics: Comparisons of WO and BLM total			
	WO	WO% of BLM	Total BLM
Employment	374	3%	12,645
#SES	12	46%	26
#S15's	22	39%	56
#NS15's	11	58%	19
#S14's	26	15%	174
#NS14's	48	72%	67
Total 14-SES's	119	35%	340

KEY	
DIRECTOR .....	1
DEPUTY DIR.....	2
ASST. DIR.....	5
DIVISIONS .....	26
OFFICES .....	2
BRANCHES .....	13
STAFF .....	4
CENTER .....	1
TOTAL .....	54

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# HEADQUARTERS ORGANIZATION STRATEGY



Looking to the Future!

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Phase I  
**CONCEPT**







## PHASE I KEY DATES

1993

Oct.

Nov.

Dec.

1994

Jan.

Feb.

Mar.



1. ★ 10/13/93: Identify Employee Reorganization Team and Initiate Phase I of the BLM HQ Reorganization Process.
2. [REDACTED] 10/13 - 26/93: Conduct Series of Focus Groups Meetings with HQ Employees; HQ Division Chiefs; SDs, ASDs, and Service Center Director.
3. [REDACTED] 10/15 - 11/30/93: Prepare and Distribute a Series of Employee Update Bulletins on HQ Reorganization.
4. [REDACTED] 10/26 - 11/15/93: Review DM Functions, Previous BLM Reorganizations, and General Management Evaluations, and Develop Draft HQ Reorganization Concept for BLM HQ.
5. [REDACTED] 11/15 - 12/15/93: Brief HQ Employees, BLM Directorate, AS-LM, AS-PMB, & Secretary on Draft Concept for BLM HQ Reorganization.
6. ★ 11/29/93: Department Approval to Further Develop Concept to Structure.
7. [REDACTED] 12/15/93 - 2/29/94: Review Statutory Requirements, DM Functions, and Draft Strategic Plan Blueprints; Develop Recommendations for Moving from Concept to Structure and Outreach Initiatives.
8. ★ 2/11/94: All HQ Employees Meeting; Secretary Supports Continuing Reorganization Efforts.
9. ★ 2/28/94: All HQ Employees Meeting; Phase II Process Initiated.

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# HEADQUARTERS ORGANIZATION STRATEGY



**Looking to the Future!**

***Phase I Objectives -***

**Streamline the structure**

**Facilitate ecosystem management**

**Strengthen leadership and direction**

**Promote interdisciplinary teamwork and coordination**

**Improve Communications**

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improve communications

Promote interdisciplinary teamwork and coordination

Strengthen leadership and direction

Facilitate ecosystem management

Strengthen the structure

Phase 1 Objectives -

Looking to the future



HEADQUARTERS ORGANIZATION STRATEGY

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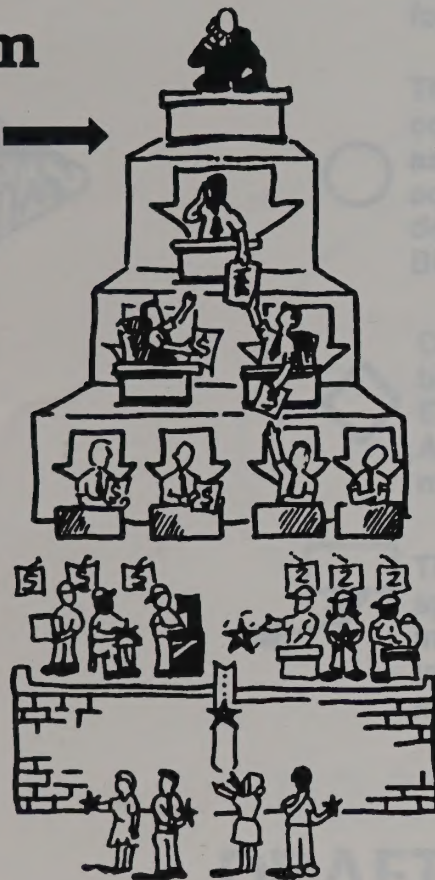


# HEADQUARTERS ORGANIZATION STRATEGY

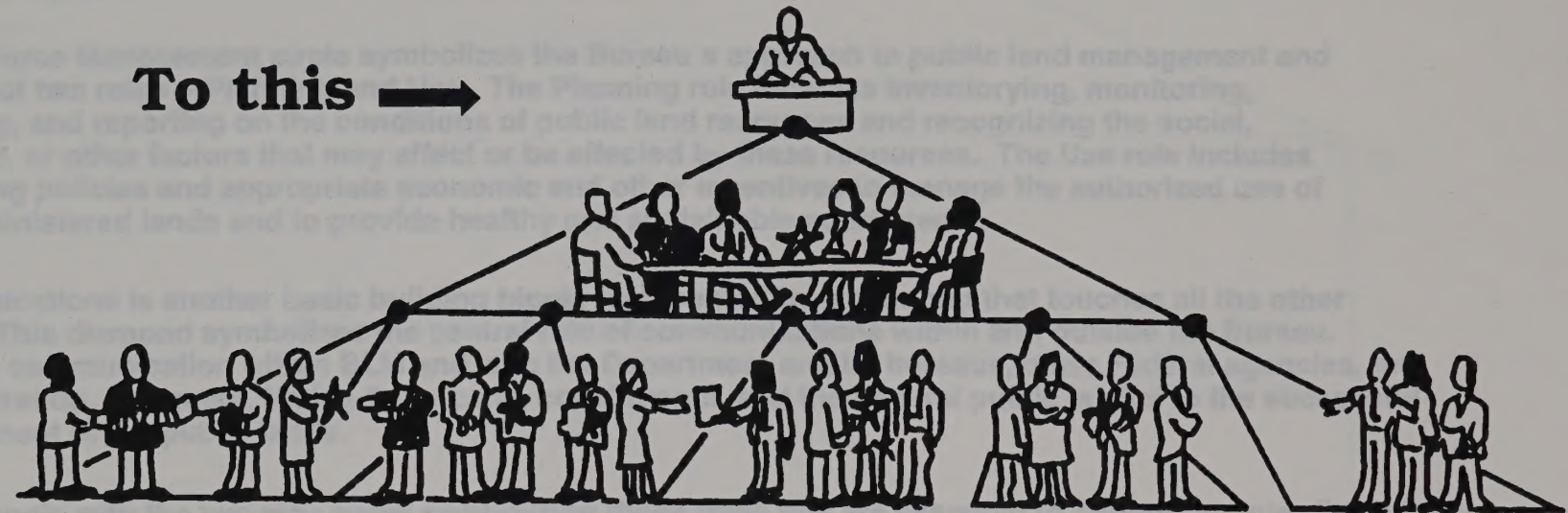


Looking to the Future!

From  
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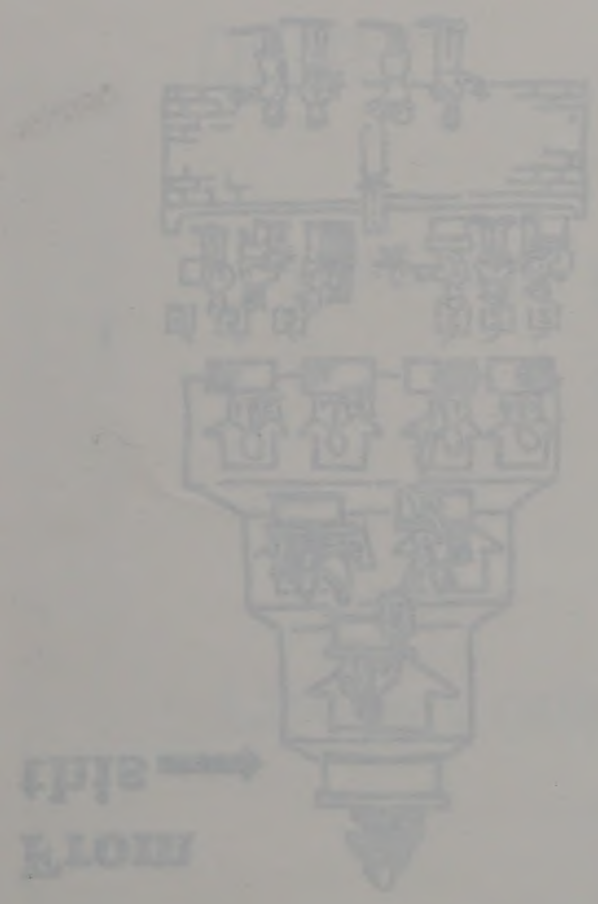


To this →



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From this →



→ To this  
looking to the future



# HEADQUARTERS ORGANIZATION STRATEGY

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## THE CONCEPT

The Concept chart shown on the following page represents the key roles of BLM Headquarters and the four basic building blocks of different shapes symbolizing these roles. This Concept for BLM Headquarters is a preliminary framework for developing a new organizational structure.



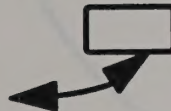
The Leadership/Direction triangle represents the overall role of BLM Headquarters to develop strategic plans in collaboration with the field offices and to provide policy and guidance for the Bureau. Also included is the responsibility to set clear goals, define clear roles, identify priorities, and set an example for all of BLM to follow.



The Resource Management circle symbolizes the Bureau's approach to public land management and consists of two roles -- Planning and Use. The Planning role includes inventorying, monitoring, assessing, and reporting on the conditions of public land resources and recognizing the social, economic, or other factors that may affect or be affected by these resources. The Use role includes developing policies and appropriate economic and other incentives to manage the authorized use of BLM-administered lands and to provide healthy and sustainable ecosystems.




Communications is another basic building block, represented by a diamond that touches all the other blocks. This diamond symbolizes the central role of communications within and outside the Bureau. Effective communication within BLM and with the Department and its bureaus, other Federal agencies, the Administration, Congress, Native Americans, constituents, and the general public is vital to the successful management of the public lands.





The rectangle with the two-way arrow symbolizing those roles that are essential to support an interdisciplinary approach to managing BLM-administered lands and a new Headquarters organizational structure. These roles include elements such as budget, finance, and program evaluation under Business Practices; public land records, data, and automation under Information Resources Management; and human resource related matters assigned to the Bureau from the Department under Human Resources Management.







 անդամները ինչպես և իրենց քայլերը ընտրելու իրավունքը: Ինչպես և իրենց քայլերը ընտրելու իրավունքը: Ինչպես և իրենց քայլերը ընտրելու իրավունքը:


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# THE CONCEPT

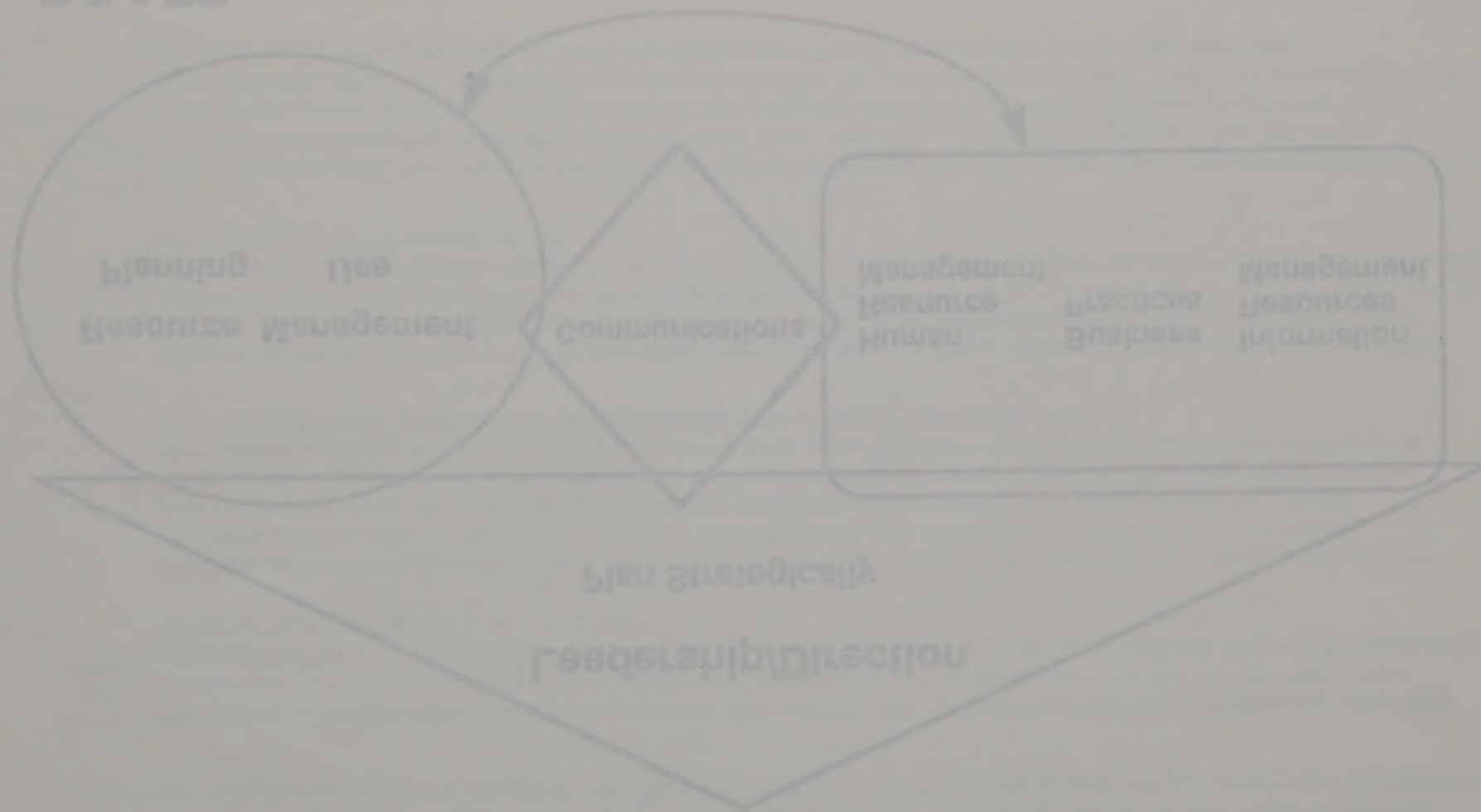
Looking to the Future!



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Phase II  
The STRATEGY

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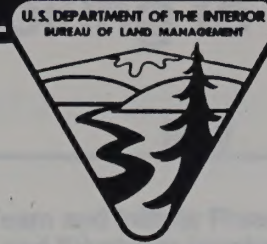
Looking to the Future!

THE CONCEPT

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# HEADQUARTERS ORGANIZATION STRATEGY



Looking to the Future!

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Phase II  
**The STRATEGY**

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THE STRATEGY

Phase II

Looking to the Future



HEADQUARTERS ORGANIZATION STRATEGY

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# PHASE II KEY DATES

## Looking to the Future!

1994

Feb.

Mar.

Apr.

May

Jun.

Jul.

1. [REDACTED] 2/18 - 28/94: Identify Phase II Team and Initiate Phase II HQ Reorganization Process. Prepare Department Briefing, ELT Presentation, and Employee Involvement and External Involvement Process.
2. ★ 2/28/94: All HQ Employees Meeting. Provide Status Update, Announce Phase II and Team, Seek Input, Answer Questions.
3. [REDACTED] 3/3 - 11/94: Conduct Group Interviews with All HQ Employees to Identify and Align BLM HQ Functions.
4. [REDACTED] 3/14 - 4/22/94: HQ Executive Reorganization Team Identified to Lead Efforts of Phase II Team; Determine Functions; and Move from Concept to Structure. Directorate Reviews Efforts at ELT & Comments.
5. [REDACTED] 4/19 - 5/16/94: In Process of Preparing Draft Secretarial Order (S.O.) and HQ Reorganization Strategy for Review. Briefings on the Draft Strategy are provided for all HQ Employees; Initiate or Continue Briefings of Department "Team" members (PMB, SOL, DAS-LM, Congressional Affairs; Congress; And Others).
6. [REDACTED] 5/16 - 27/94: Brief AS/LM and Secretary on S.O. Department Approves Strategy and Hill Consultation Initiated on Strategy and Draft S.O. Prepare External Outreach Strategy. Initiate Phase III Refinement/ Re-engineering.
7. [REDACTED] 5/23 - 6/27/94: Hill Consultations - 30 Calendar Days.
8. ★ 6/30/94: S.O. Approved.

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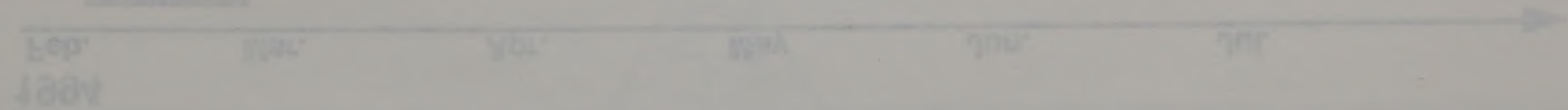
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looking to the future

PHASE II KEY DATES

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# EXECUTIVE AND DEPARTMENT GUIDELINES

## Looking to the Future!

### BLM Headquarters Needs:

- Enhance the headquarters function
- Facilitate ecosystem management
- Strengthen interdisciplinary approach
- Better serve all constituencies

### Department Streamlining Plan:

- Flatten the organization
- Reduce senior positions
- Address supervisor to employee ratio
- Re-engineer administrative functions
- Streamline Public Affairs and Congressional liaison
- Meet budget and FTE goals

### National Performance Review:

- Re-engineer processes and procedures
- Reduce regulatory burdens

### Government Performance and Results Act:

- Develop strategic plans
- Establish performance measures

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- Establish performance measures
- Develop strategic plans

### Government Performance and Results Act:

- Requires legislative priorities
- Re-emphasizes processes and procedures

### National Performance Goals:

- Meet public and FTE goals
- Strengthen public vision and congressional mission
- Re-emphasize administrative functions
- Address subcommittee to employees issue
- Reforms senior positions
- Flatten the organization

### Department Government Plan:

- Better serve all constituencies
- Strengthen interdepartmental structure
- Enhance economic performance
- Improve the headquarters function

### BGM Headquarters Needs:

Looking to the Future

EXECUTIVE AND DEPARTMENT CHIEFS

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## THE STRATEGY

### GOALS:

- To Gain Department Approval of Superstructure Through a Secretarial Order.
- To Proceed with Implementing the Proposed Superstructure.
- To Continue Refining the Substructure Concept and Re-engineering Processes.
- To Gain Final Approval Through a Departmental Manual.

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Manual.

- To Gain Final Approval Through a Departmental and Re-engineering Processes.
- To Continue Refining the Superstructure Concept.
- To Proceed with implementing the Proposed Through a Secretariat Order.
- To Gain Department Approval of Superstructure

GOALS:

THE STRATEGY

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## THE STRATEGY

### STEPS:

- Brief Departmental officials on the strategy
- Draft and submit Secretarial Order
- Obtain approval on draft Secretarial Order
- Formalize new Headquarters superstructure and Executive Team
- Initiate team training
- Refine basic substructure of teams, groups, and clusters
- Incorporate direction from evolving Departmental initiatives
- Align functions among ADs and identify teams, groups, & clusters
- Develop team charters and team lead positions under each AD
- Refine substructure with strong employee involvement
- Continue to re-engineer processes
- Finalize functional employee alignments in draft Departmental Manual
- Submit draft Departmental Manual for approval
- Implement and adapt new structure as an evolving process

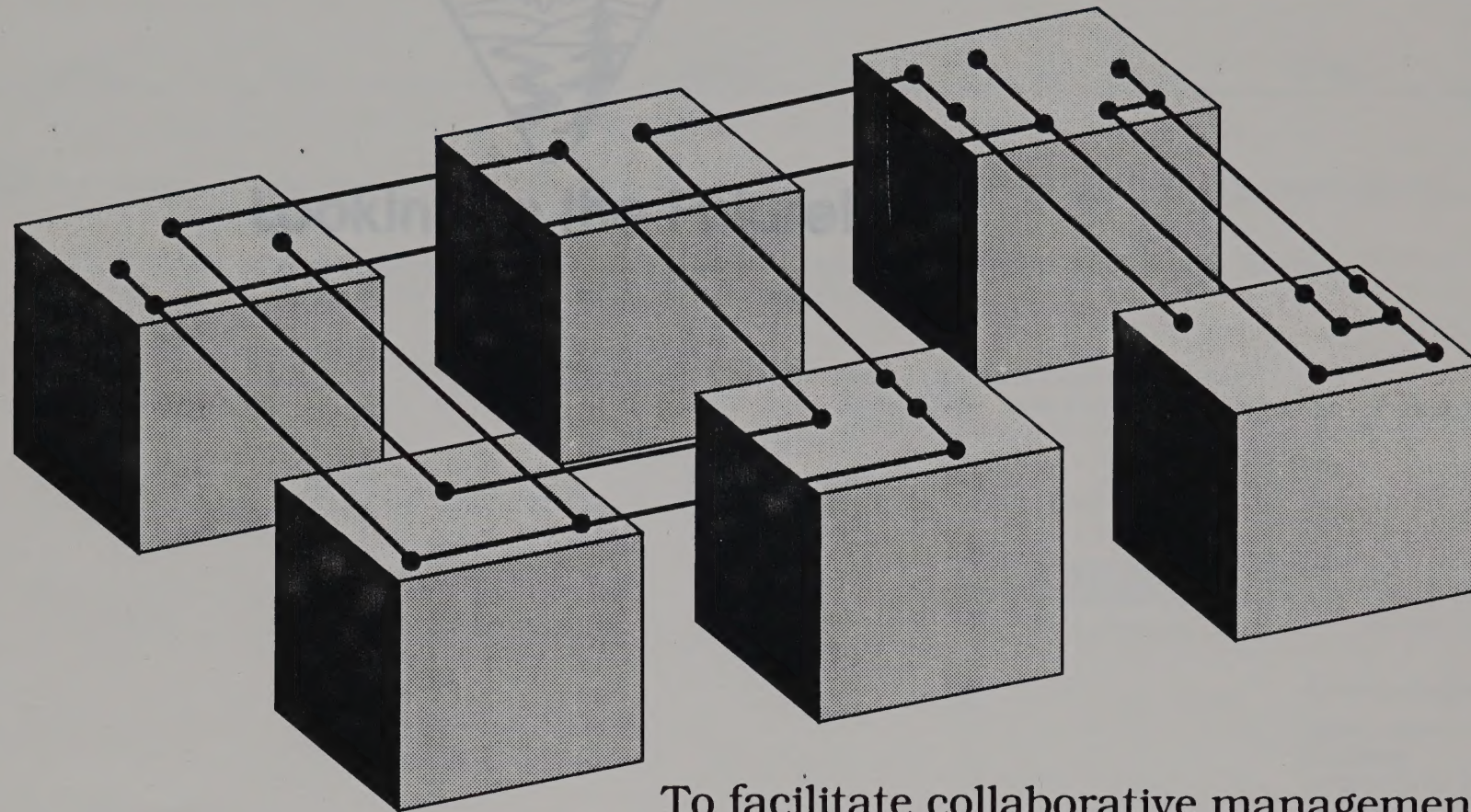






## THE TEAM CONCEPT

Looking to the Future!



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To facilitate collaborative management by creating interdisciplinary, interagency, intergovernmental teams and by minimizing program and structural barriers.







# HEADQUARTERS ORGANIZATION STRATEGY



**Looking to the Future!**

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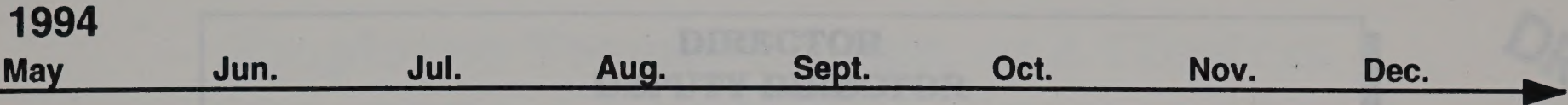
Phase III  
***The STRUCTURE***







PHASE III KEY DATES



1. [REDACTED] 5/16 - 27/94: Identify Phase III Team and Implementation/Transition Issues. Initiate Extensive Employee Involvement in the Refinement & Re-engineering Process of Phase III.
2. ★ 6/30/94: Secretarial Order Approved. Identify HQ Superstructure Executive Team. Continue Phase III Process with Extensive Employee Involvement.
3. [REDACTED] 8/1 - 31/94 Prepare & Refine Draft Department Manual (DM). Brief Employees & Department on Status. Continue Phase III Process & Outreach Initiatives.
4. [REDACTED] 9/1 - 30/94: Brief HILL on DM.
5. [REDACTED] 10/1/94 -12/94: DM Approved.
8. → 1994 & Beyond: Continue Refinements & Re-engineering.

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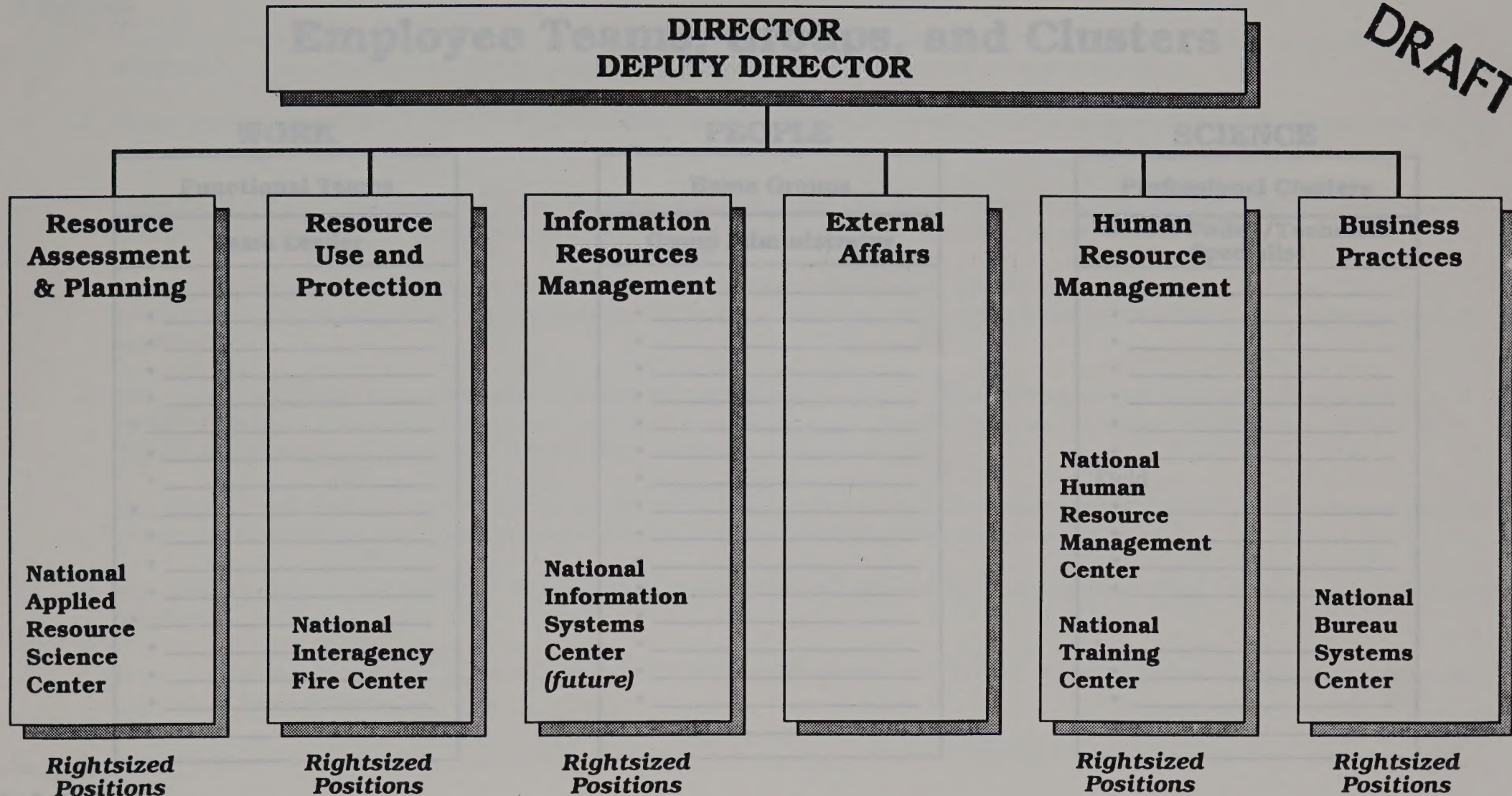




# PROPOSED SUPERSTRUCTURE

Looking to the Future!

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HEADQUARTERS ORGANIZATION STRATEGY



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# THE SUBSTRUCTURE CONCEPT

Looking to the Future!

## Employee Teams, Groups, and Clusters

### WORK

Functional Teams
Team Leader
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### PEOPLE

Home Groups
Group Administrator
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### SCIENCE

Professional Clusters
Senior Policy/Technical Specialist
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# TEAM DEFINITION

## Looking to the Future!

### TEAM:

- A team is an association of people, with complimentary or crosscutting skills, brought together to accomplish a specific work assignment. Team members collaborate with each other and work collectively in a cooperative effort.
- Teams may be permanent or temporary. Every team must have a charter spelling out its purpose, deliverables, deadlines, quality assurance requirements, and other responsibilities.
- Team leaders are not supervisors, but are leaders responsible to see that team charter objectives are met. All team members share in the responsibility for team success. Most teams are self-managed and self-directed.
- Specific technical and team skills are needed on teams. Employees may rotate among team assignments and may be part of several teams at the same time. Team members may be drawn from any appropriate place in the organization or from outside the organization.
- Some team assignments are permanent in nature and others are temporary. Most employees will serve on both permanent and temporary teams. Some permanent teams may have permanent support staff. Roles on permanent teams are generally well defined and participation is scheduled and fairly definite.
- Specific team assignments may or may not be described in an employee's job description. All employees' performance agreements and/or job descriptions will include an explanation of how work is to be accomplished and evaluated.
- Any employee may be a team leader. Team leaders' positions are not necessarily based on the grade of the employee or other team members.
- Team membership is made up of specialists and technicians with crosscutting knowledge and experience required to accomplish the charter requirements.
- Teams may be based on permanent functional requirements or on processes, or specific one-time management issues or problems.



TEAM

Looking to the Future

TEAM DEFINITION





## GROUP DEFINITION

### Looking to the Future!

#### GROUP:

- A group is a permanent association of employees that have the same Administrator (Supervisor/Coach/Coordinator). The unifying relationship is that all members report to the same Administrator and are considered a supervisory unit for organizational purposes.
- Every employee is assigned to a group. It is the employee's home base or where the employee is assigned in the organization.
- Members of a group receive personnel coaching and services and receive team assignments from the Group Administrator.
- Members of groups are normally assigned to teams where they perform both regular and special project type work. Individual work assignments are carried out under the direction of the AD based on a performance agreement.

**Work assignments are not carried out in the group.**



work assignments are not carried out in the field.

one makes the decision of the VP based on a hierarchical assignment system and specific budget (the work) individual work assignments are carried

- Members of the field are normally assigned to teams where they perform their

assignments from the field organization.

- Members of a field receive hierarchical control and receive and receive their

control is assigned to the organization.

- Field control is assigned to a field. It is the control, some part of where the

control is assigned.

control to the same organization and the control is a hierarchical unit for the organization (organization/organization/organization). The primary responsibility is that all members

- A field is a hierarchical organization of control that makes the same organization.

FIELD:

looking to the future

FIELD DEFINITION





## PROFESSIONAL CLUSTER DEFINITION

### Looking to the Future!

#### PROFESSIONAL CLUSTER:

- A Professional Cluster is an association of employees that belong to the same or related professions. The unifying relationship in the cluster is science and professionalism.
- The Cluster is led by a Senior Policy or Technical Specialist of the same or related professions as the members of the cluster. The Senior Policy/Technical Specialist is not the supervisor of the members of the cluster, but rather the professional leader and mentor. The cluster includes professionals at all levels of the organization.
- The Senior Policy/Technical Specialist is the chief point of contact for outside constituent liaison and for coordination with other agencies and groups for the functions represented by the cluster.
- The Senior Policy/Technical Specialists may be a team leader or a team member and is assigned to a Group. He or she is considered the Bureau's chief scientist for the discipline(s) represented in the cluster.
- As chief scientist or specialist for the disciplines included in the cluster, the Senior Policy/Technical Specialist provides Bureau-wide quality control for the level of science represented by the disciplines in the cluster, is the chief advisor to the AD and the Director for policy involving those sciences and serves as or designates Quality Advisors for the teams.









# HOW WORK IS ASSIGNED

## Looking to the Future!

### WORK ASSIGNMENTS:

- Employees receive work assignments through their group administrator. These are spelled out in team charters, individual performance agreements, or position descriptions.
- Team leaders, senior policy/technical specialists, and others provide feedback on work outcomes to the Group Administrator regarding performance related to work assignments.
- Work assignments may be permanent or temporary in nature and may involve individual activities or team member assignments.
- Rewards will be refocused based on outcome rather than on the position occupied.

**It's What You Do, NOT Where You Sit!**

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SAMPLE TEAM CHARTER

TEAM CHARTER							
Team Title: Give descriptive title.		Team Leader: Identify the team leader, who may be Senior Policy/ Technical Specialist, and who should have a background in the issue(s) involved ,and who should be skilled as a problem solver, collaborate leader, facilitator, etc.. Team Leader is normally selected by the AD.					
Objective: Describe in terms of outcome/expectation what changes are expected to result - changes can be described in words like "increase", "decrease", "improve", "simplify", etc.. Focus on one or two major outcomes, even though there may be others.							
Mission Statement: Indicate where effort should focus. Set the boundaries of the effort, explain what is and is not within the jurisdiction of the team, who team needs to coordinate with and give some idea of how this effort fits into other efforts. The statement should spell out what is expected, what the limitations are — including limits on time, money, magnitude of effort, etc.. Team members should be involved in developing the mission statement. The team must, as a minimum, be permitted to clarify and negotiate the mission until all team members understand and can accept ownership of the assigned task(s).							
				Team Member(s): Identify the team members and select in collaboration with the Team Leader, Group Administrator(s) and Quality Advisor(s). Teams should be kept as small as possible. Some skills and expertise can be provided by individuals who are not team members -i.e. advisors. Team members should be free to consult with experts, other employees, advisors, etc..			
		Advisors (Quality, etc.): Advisors work in collaboration with the team as needed, on science, technical and policy issues,and generally are Senior Policy or Technical Specialists or their designees.					
		Resource Requirements: Describe skills needed, support services required, etc.. Any orientation/training of team members needed, equipment or special funding, etc..					
		Schedule: Provide information on timing, including beginning and, if appropriate, target completion date, work commitment for team members, i.e. full time, two hours per week, etc..					
Prepared by		Date		Approved by (When finalized - Approval by AD)		Date	



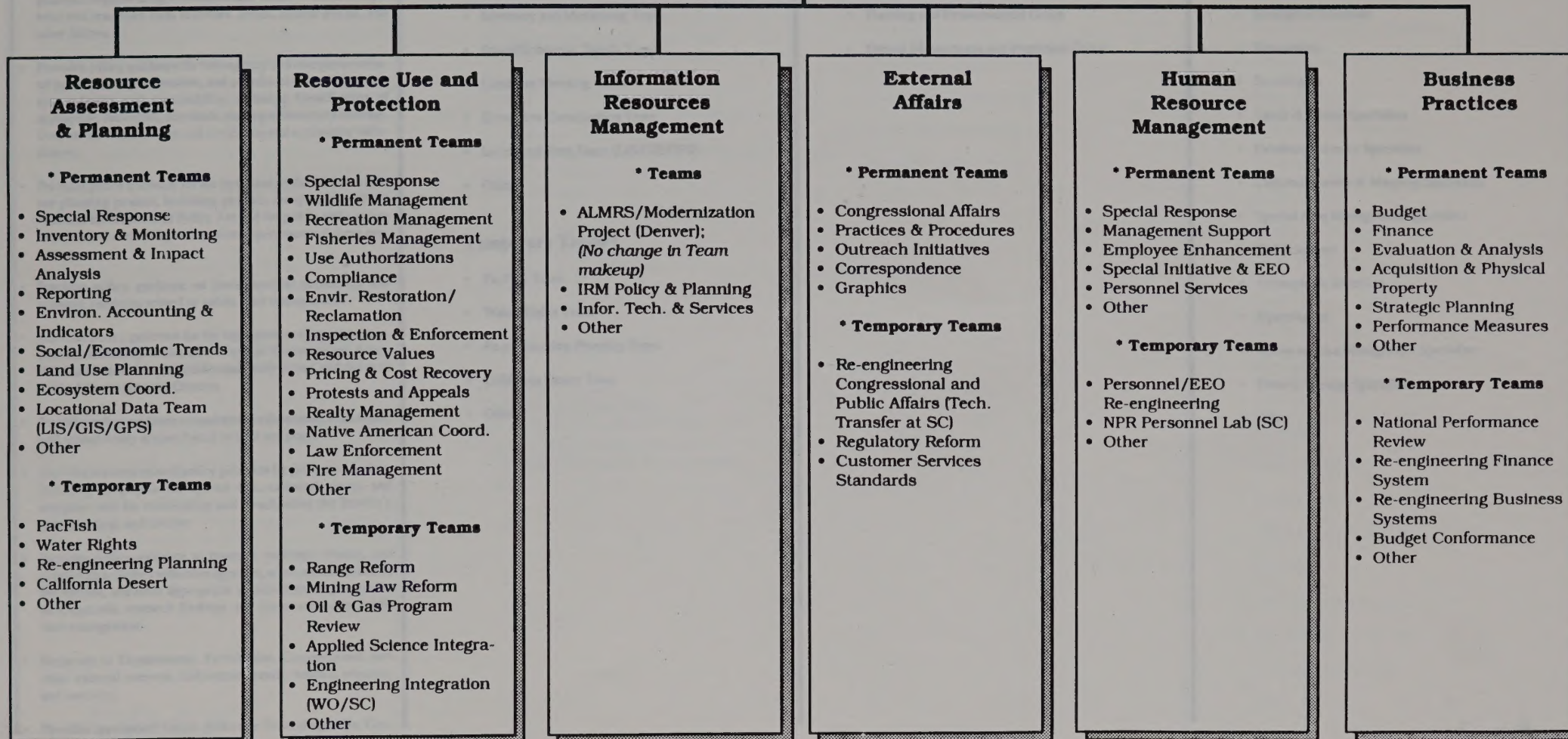






# DIRECTOR / DEPUTY DIRECTOR

## DIRECTOR DEPUTY DIRECTOR











RESOURCE ASSESSMENT AND PLANNING

FUNCTIONS	TEAMS	GROUPS	CLUSTERS
<ul style="list-style-type: none"><li>• Provides policy guidance for inventorying, monitoring, assessing, and reporting the status and health of resources and ecosystems for BLM-administered lands, including assessments of potential impacts to the conditions and values of these ecosystems and resources from activities, trends, natural events, and other factors.</li><li>• Provides policy guidance for interagency and intergovernmental participation, cooperation, and coordination involving ecosystem health and sustainability, including identification of appropriate indicators, standards, sharing of inventory information, monitoring systems, and environmental accounting information.</li><li>• Provides policy guidance for the operation of the Bureau's land use planning process, including protests, compliance with the National Environmental Policy Act and for public and government involvement and participation requirements of these processes.</li><li>• Provides policy guidance on environmental accounting and resource valuation related to public land management.</li><li>• Provides policy guidance for the management of special designations, including wilderness, National Conservation Areas, Wild and Scenic Rivers, Wilderness Study Areas, and Areas of Critical Environmental Concern.</li><li>• Provides policy guidance on land tenure adjustments, exchanges, and related realty actions based in land use plans.</li><li>• Provides resource related policy guidance for geodetic sciences, including geographic and spatial data, cadastral survey, and mapping, and for establishing and coordinating the Bureau's data standards and criteria.</li><li>• Provides policy guidance to promote, maintain contact, and coordinate activities with other agencies, academic and research institutions, and other appropriate sources regarding scientific developments, research findings, and issues related to public land management.</li><li>• Responds to Departmental, Presidential, Congressional, and other external interests, information needs, actions, requests, and inquiries.</li><li>• Provides appropriate liaison with other Federal agencies, Congress, academic and research institutions, Native Americans, constituent groups, and the general public.</li></ul>	<p><b>Permanent Teams *</b></p> <ul style="list-style-type: none"><li>• Special Response Team</li><li>• Inventory and Monitoring Team</li><li>• Social/Economic Trends Team</li><li>• Land Use Planning Team</li><li>• Ecosystem Coordination Team</li><li>• Locational Data Team (LIS/GIS/GPS)</li><li>• Other</li></ul> <p><b>Temporary Teams*</b></p> <ul style="list-style-type: none"><li>• PacFish Team</li><li>• Water Rights Team</li><li>• Re-engineering Planning Team</li><li>• California Desert Team</li><li>• Other</li></ul>	<p><b>Home Groups *</b></p> <ul style="list-style-type: none"><li>• Lands and Geographic Science Group</li><li>• Planning and Environmental Group</li><li>• Special Management and Protection Group</li></ul>	<p><b>Professional Clusters *</b></p> <ul style="list-style-type: none"><li>• Planners</li><li>• Ecological Scientists</li><li>• Economists</li><li>• Sociologists</li><li>• Lands &amp; Realty Specialists</li><li>• Geodetic Sciences Specialists</li><li>• Cadastral Survey &amp; Mapping Specialists</li><li>• Special Area Management Specialists</li><li>• Soil Scientists</li><li>• Atmospheric Scientists</li><li>• Hydrologists</li><li>• Resource Data Management Specialists</li><li>• Remote Sensing Specialists</li><li>• Other</li></ul>

\* Titles are suggested to illustrate concept and are subject to further refinement.









# RESOURCE USE AND PROTECTION

## FUNCTIONS

- Provides policy guidance for the use, protection, and recovery, if appropriate of all natural resources and values on BLM-administered lands.
- Provides policy guidance for the use and development of mineral and energy resources on public lands.
- Provides policy guidance for Bureau activities involving trust responsibilities on Native American lands.
- Provides guidance to insure that the federal government establishes an appropriate return on the use, extraction or restitution of resources on public lands, for service provided by the Bureau, and resource value determinations.
- Provides policy guidance for land tenure adjustments, validity of patenting claims and reclamation of damaged sites and systems.
- Responds to Departmental, Presidential, Congressional, and other external interests, information needs, actions, inquiries and coordination.
- Provides appropriate liaison with other Federal agencies, Congress, academic and research institutions, Native Americans, constituent groups, and the general public.
- Provides policy guidance to promote, maintain contact, and coordinate activities with other agencies, academic and research institutions, and other appropriate sources regarding scientific developments, research findings, and issues related to public land management.

## TEAMS

### Permanent Teams \*

- Special Response Team
- Wildlife Management Issues Team
- Recreation Management Issues Team
- Fisheries Management Issues Team
- Use Authorizations Team
- Compliance Team
- Environmental Restoration/Reclamation Team
- Inspection and Enforcement Team
- Resource Values and Cost Recovery Team
- Protests and Appeals Team
- Realty Management Team
- Native American Coordination Team
- Law Enforcement Team
- Fire Management Team
- Aviation Management Team
- Other

### Temporary Teams\*

- Range Reform Team
- Mining Law Reform Team
- Oil & Gas Program Review Team
- Applied Science Integration Team
- Engineering Integration Team (WO/SC)
- Other

## GROUPS

### Home Groups \*

- Wildlife and Botanical Science Group
- Social Science Group
- Fluid Minerals Science Group
- Solid Minerals Science Group
- Realty Use Management Group
- Resource Protection Group

## CLUSTERS

### Professional Clusters \*

- Wildlife and Fisheries Biologists
- Wild Horse and Burro Specialists
- Archeologists
- Curation Specialists
- Cultural Resource Specialists
- Ethnographers
- Paleontologists
- Recreation Use Specialists
- Range Managers
- Foresters
- Petroleum Engineers
- Mining Engineers
- Geologists
- Appraisers
- Realty Specialists
- Leasing Specialists
- Wilderness Specialists
- Engineers
- Fire Management Specialists
- Law Enforcement Specialists
- Aviation Specialists/Pilots
- Other

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\* Titles are suggested to illustrate concept and are subject to further refinement.







EXTERNAL AFFAIRS			
FUNCTIONS	TEAMS	GROUPS	CLUSTERS
<ul style="list-style-type: none"><li>Assists the Director/Deputy Director (Associate) in carrying out their responsibilities, and coordinates and facilitates the Bureau's communication and liaison with other Interior bureaus and Federal agencies, the Congress, the international community, Native American tribes, constituent groups, and the general public.</li><li>Provides policy guidance and is responsible for matters concerning the Congress, including representing the Directorate on matters pending before Congress, communicating with and responding to Congress, preparing witnesses and testimony for legislative and other congressional hearings, and tracking BLM-related legislation and issues in Congress.</li><li>Provides policy guidance for and ensures statutory and administrative compliance of BLM directives.</li><li>Provides policy guidance for and assists in coordinating environmental education and outreach initiatives, including communication and dissemination of information on resource related issues and the Bureau's roles in managing public lands.</li><li>Provides policy guidance, facilitates, and coordinates the Bureau's participation in international activities and assistance to foreign governments and visitors.</li><li>Provides policy guidance, facilitates, and coordinates public participation initiatives and communications between the Bureau and the public, other agencies, the Department, and the media.</li><li>Manages and tracks controlled correspondence for the Bureau and assists in preparing, editing, and processing correspondence.</li><li>Provides policy guidance to promote, maintain contact, and coordinate activities with other agencies, academic and research institutions, and other appropriate sources regarding scientific developments, research findings, and issues related to External Affairs.</li><li>Responds to Departmental, Presidential, Congressional, and other external interests, information needs, actions, requests, and inquiries.</li></ul>	<p><b>Permanent Teams *</b></p> <ul style="list-style-type: none"><li>Congressional Affairs Team</li><li>Practices and Procedures Team</li><li>Outreach Initiatives Team</li><li>Public Affairs Team</li><li>Correspondence Team</li><li>Other</li></ul> <p><b>Temporary Teams*</b></p> <ul style="list-style-type: none"><li>Re-engineering Congressional and Public Affairs Team (Tech. Transfer at SC)</li><li>Regulatory Reform Team</li><li>Customer Services Standards Team</li><li>Other</li></ul>	<p><b>Home Groups *</b></p> <ul style="list-style-type: none"><li>Intergovernmental Group</li><li>Outreach Group</li><li>Communications Group</li></ul>	<p><b>Professional Clusters *</b></p> <ul style="list-style-type: none"><li>Writers/Editors</li><li>Public Affairs Specialists</li><li>Journalists</li><li>Regulatory/Legislative Specialists</li><li>Attorneys</li><li>Education Specialists</li><li>Graphic Artists</li><li>Audio-Visual Specialists</li><li>Directives/Document Control Specialists</li><li>Other</li></ul>

\* Titles are suggested to illustrate concept and are subject to further refinement.







# HUMAN RESOURCE MANAGEMENT

## FUNCTIONS

- Coordinates the Bureau's human resource management responsibilities.
- Ensures proper dissemination and implementation of Departmental and Office of Personnel Management (OPM) policy and guidance, and responds to requests for information or reports from both agencies, including the preparation of special studies and analyses.
- Services BLM Headquarters' personnel management needs.
- Provides consulting and other services on specific human resource issues to other Bureau offices, including, recruitment, labor relations, employee enhancement and development, and in others areas assigned to the Bureau by the Department.
- Provides leadership, guidance, and coordination for special human resource initiatives, and workforce diversity.
- Oversees the National Training Center, and the National Human Resource Management Center.
- Provides policy guidance to promote, maintain contact, and coordinate activities with other agencies, academic and research institutions, and other appropriate sources regarding scientific developments, research findings, and issues related to Human Resource Management.
- Responds to Departmental, Presidential, Congressional, and other external interests, information needs, actions, requests, and inquiries.
- Provides appropriate liaison with other Federal agencies, Congress, academic and research institutions, Native Americans, constituent groups, and the general public.
- Performs other responsibilities as assigned pending the outcome of Departmental re-engineering efforts.

## TEAMS

### Permanent Teams \*

- Special Response Team
- Management Support Team
- Employee Enhancement Team
- Special Initiatives Team
- Human Resources Compliance Team
- Ethics Team
- Performance Evaluation and Pay/Award Team
- Personnel Services Team
- Occupational Health & Safety Team
- Workplace Security Team
- Other

### Temporary Teams\*

- Personnel/EEO Re-engineering Team
- NPR Personnel Lab Team (SC)
- Other

## GROUPS

### Home Groups \*

- Human Resource Specialists Group
- Special Programs and Initiatives Group

## CLUSTERS

### Professional Clusters \*

- Staffing Specialists
- Pay/Awards Specialists
- Recruitment Specialists
- Training Specialists
- Investigators/Ethics Counselors
- Special Initiatives Specialists
- Personnelists
- Occupational Safety and Health Specialists
- Workplace Security Specialists
- Workforce Diversity Specialists
- Labor-Management Relations Specialists
- Employee Relations Specialists
- Other

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\* Titles are suggested to illustrate concept and are subject to further refinement.







# BUSINESS PRACTICES

## FUNCTIONS

- This Assistant Director is the Bureau's Chief Financial Officer
- Ensures Antideficiency Act compliance, including allottee responsibility and maintenance of administrative control of funds.
- Ensures Bureau's compliance with and provides policy guidance regarding the Federal Managers Financial Integrity Act, the Government Performance and Results Act, the Office of Federal Procurement Policy Act, and other statutory and procedural requirements related to Business Practices.
- Coordinates the development of, prepares, and ensures appropriate execution of the Bureau's Budget.
- Manages or oversees the management of fiscal assets, procurement practices, real and personal property, and energy conservation for the Bureau.
- Provides guidance and oversees compliance with the Bureau's accounting principles and standards.
- Evaluates and analyzes the Bureau's performance and organizational needs.
- Coordinates the development of strategic plans and performance measures for the Bureau.
- Manages or oversees miscellaneous services (printing, uniforms, other) for the Bureau.
- Provides policy guidance to promote, maintain contact, and coordinate activities with other agencies, academic and research institutions, and other appropriate sources regarding scientific developments, research findings, and issues related to Business Practices and Public Administration.
- Responds to Departmental, Presidential, Congressional, and other external interests, information needs, actions, requests, and inquiries.
- Provides appropriate liaison with other Federal agencies, Congress, academic and research institutions, Native Americans, constituent groups, and the general public.

## TEAMS

### Permanent Teams \*

- Budget Team
- Finance Team
- Evaluation and Analysis Team
- Acquisition and Physical Property Team
- Strategic Planning Team
- Performance Measures Team
- Other

### Temporary Teams\*

- National Performance Review Team
- Re-engineering Finance System Team
- Re-engineering Business Systems Team
- Budget Conformance Team
- Other

## GROUPS

### Home Groups \*

- Performance and Budget Resource Group
- Physical Resources and Finance Group

## CLUSTERS

### Professional Clusters \*

- Management Analysts
- Budget Analysts
- Evaluators
- Policy Analysts
- Accountants
- TQM Specialists
- Re-engineering Specialists
- Financial Analysts
- Procurement Specialists
- Strategic Planners & Coordinators
- Other

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\* Titles are suggested to illustrate concept and are subject to further refinement.







# INFORMATION RESOURCES MANAGEMENT

## FUNCTIONS

- Provides policy guidance for managing information resources, including data processing, storage, and telecommunication activities.
- Provides policy guidance for and compiles the Bureau's IRM Plan.
- Provides policy guidance for the administration and storage of federal lands records and other data for the Bureau and for other agencies as appropriate.
- Provides policy guidance for Freedom of Information Act (FOIA) requests and Privacy Act determinations in addition to processing Headquarters' FOIA requests.
- Provides policy guidance for data administration and the development of data processing standards.
- Provides policy guidance for and operates the Bureau's Directives and records systems.
- Provides telecommunication, computer, ADP, and other technical operating, procurement, user support, and maintenance services to BLM Headquarters.
- Provides policy guidance to promote, maintain contact, and coordinate activities with other agencies, academic and research institutions, and other appropriate sources regarding scientific developments, research findings, and issues related to Information Resource Management and technology.
- Responds to Departmental, Presidential, Congressional, and other external interests, information needs, actions, requests, and inquiries.
- Provides appropriate liaison with other Federal agencies, Congress, academic and research institutions, Native Americans, constituent groups, and the general public.

## TEAMS

### Teams

- Information Resources Planning & Coordination Team
- Information Access Policy & Coordination Team
- Directives & Information Services Team
- Information Technology Services Team

## GROUPS

### Home Groups \*

- IRM Planning and Policy Group
- Technology Services Group

## CLUSTERS

### Professional Clusters \*

- Information Resources Specialists
- Computer Programmers
- Computer Technicians
- Data Administrators
- Telecommunications Specialists
- Records Management Specialists
- FOIA Specialists
- Financial Analysts
- Procurement Specialists
- Strategic Planners & Coordinators
- Other

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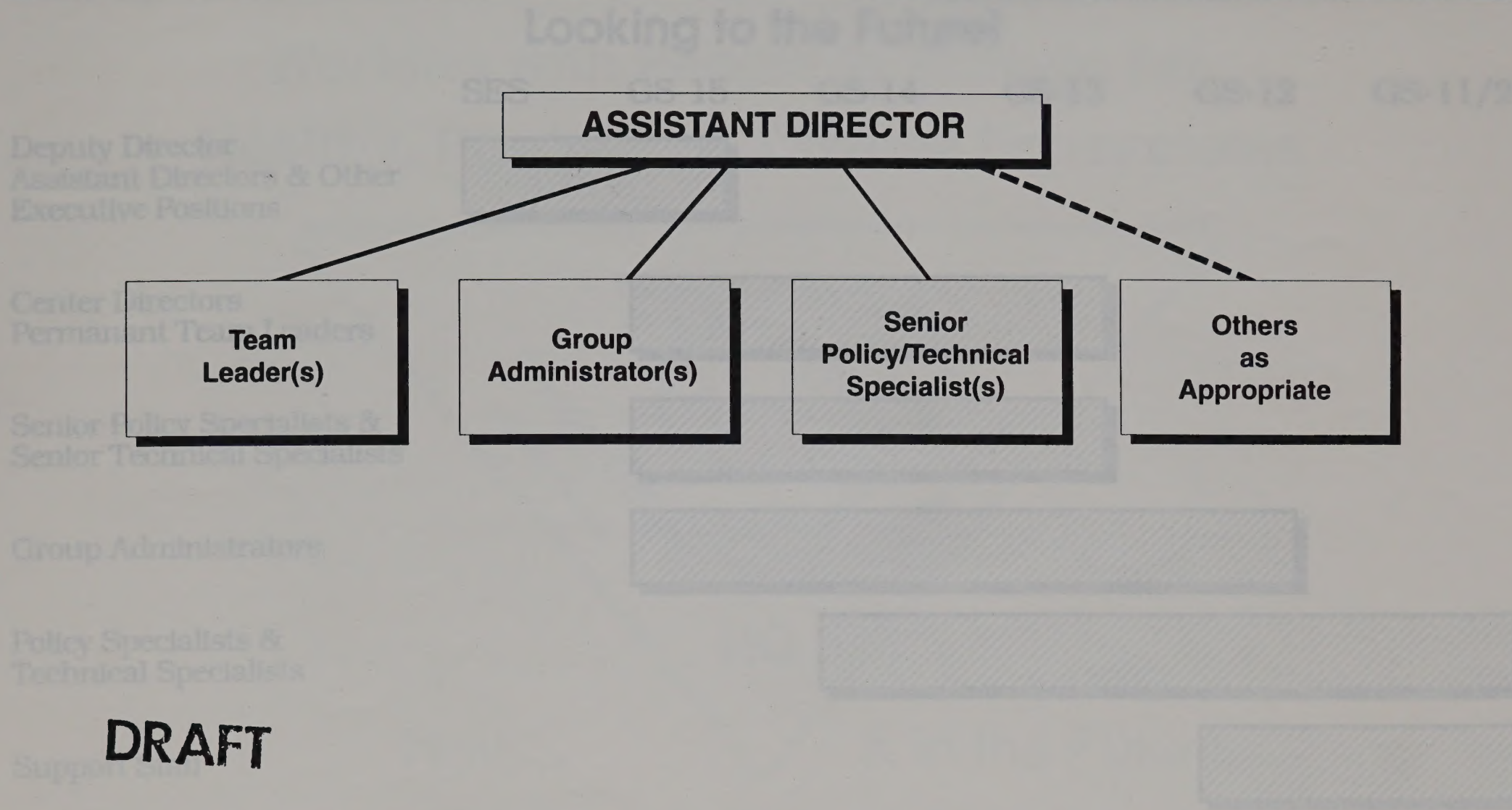
\* Titles are suggested to illustrate concept and are subject to further refinement.







# AD's LEADERSHIP TEAM



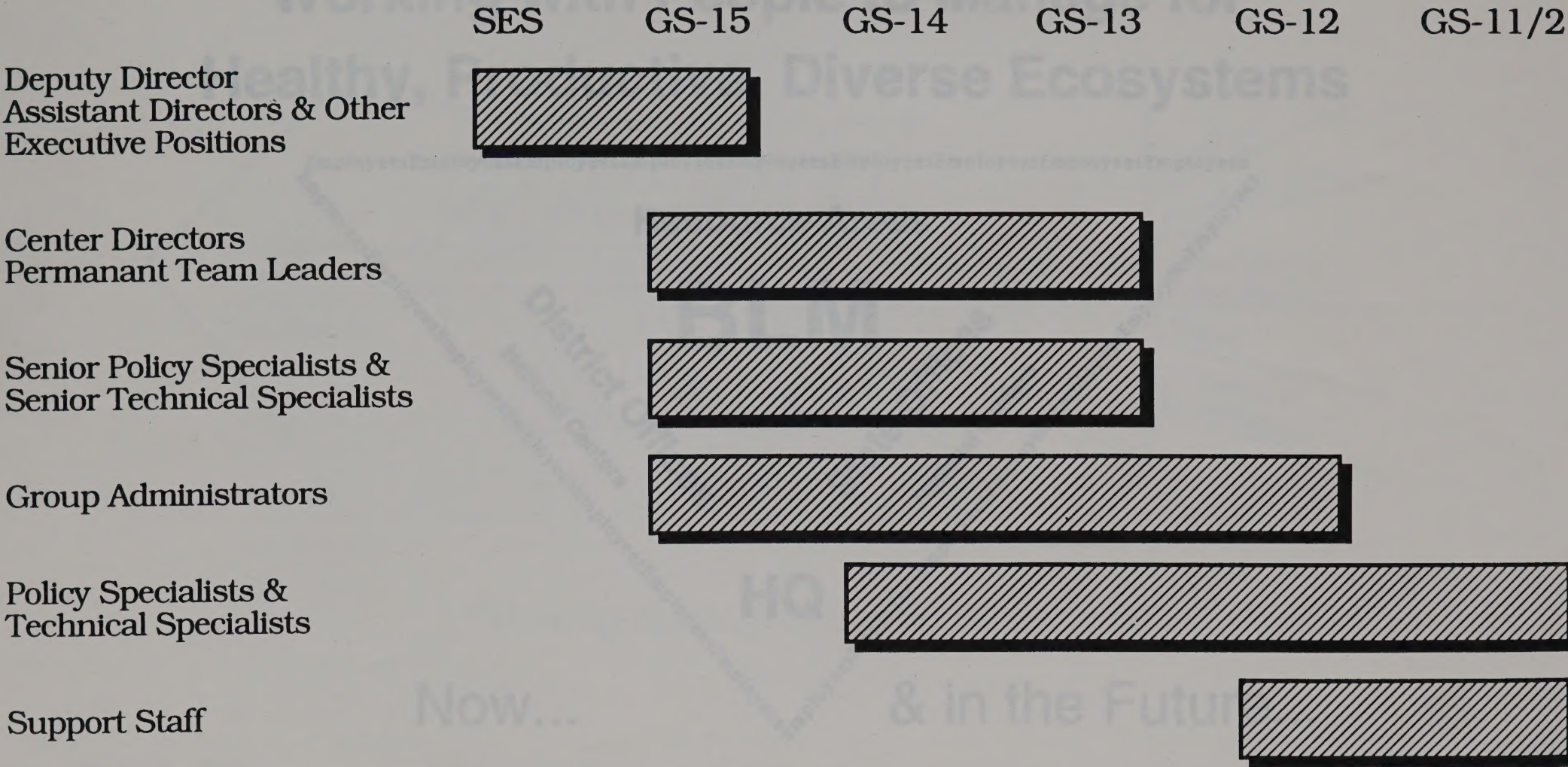
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CAREER LADDERS/CLASSIFICATION MODEL

Looking to the Future!











# BLM NOW & IN THE FUTURE

## Working with People to Manage for Healthy, Productive, Diverse Ecosystems

EmployeesEmployeesEmployeesEmployeesEmployeesEmployeesEmployeesEmployeesEmployeesEmployees

Resource Areas

**BLM**

**District Offices**

**State Offices**

**National Centers**

**HQ**

Now...

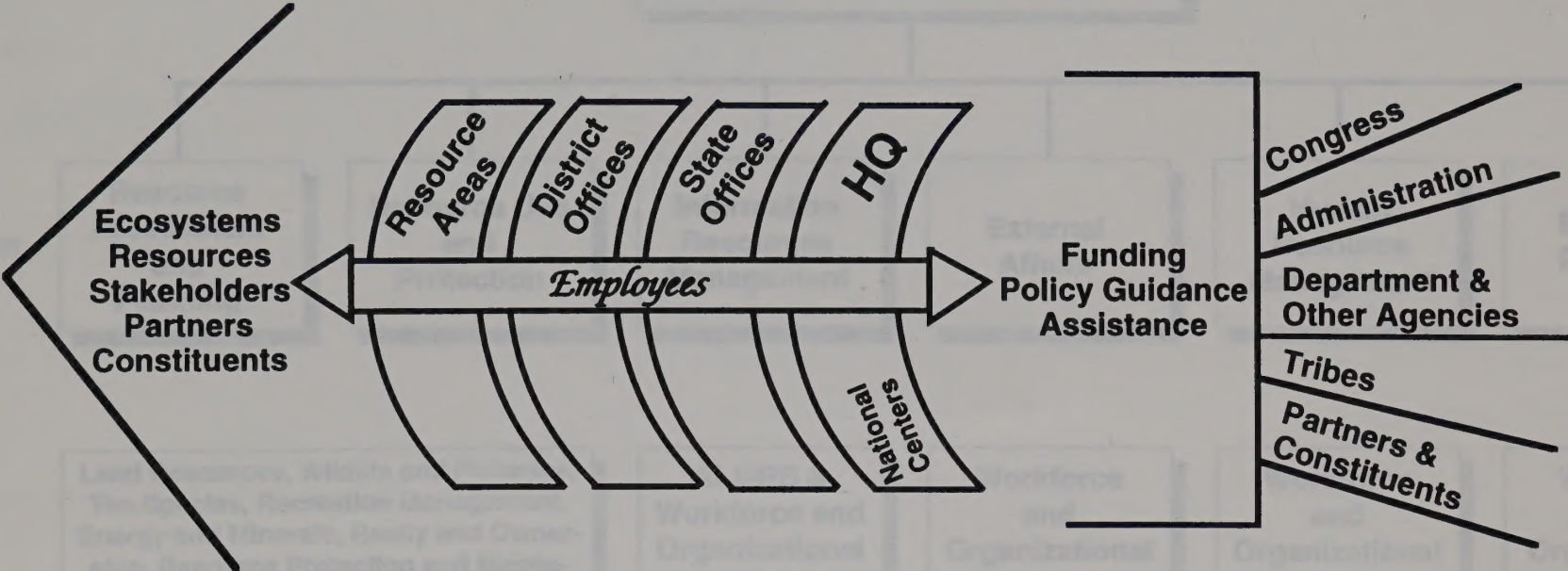
& in the Future...

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HQ - FIELD RELATIONSHIP

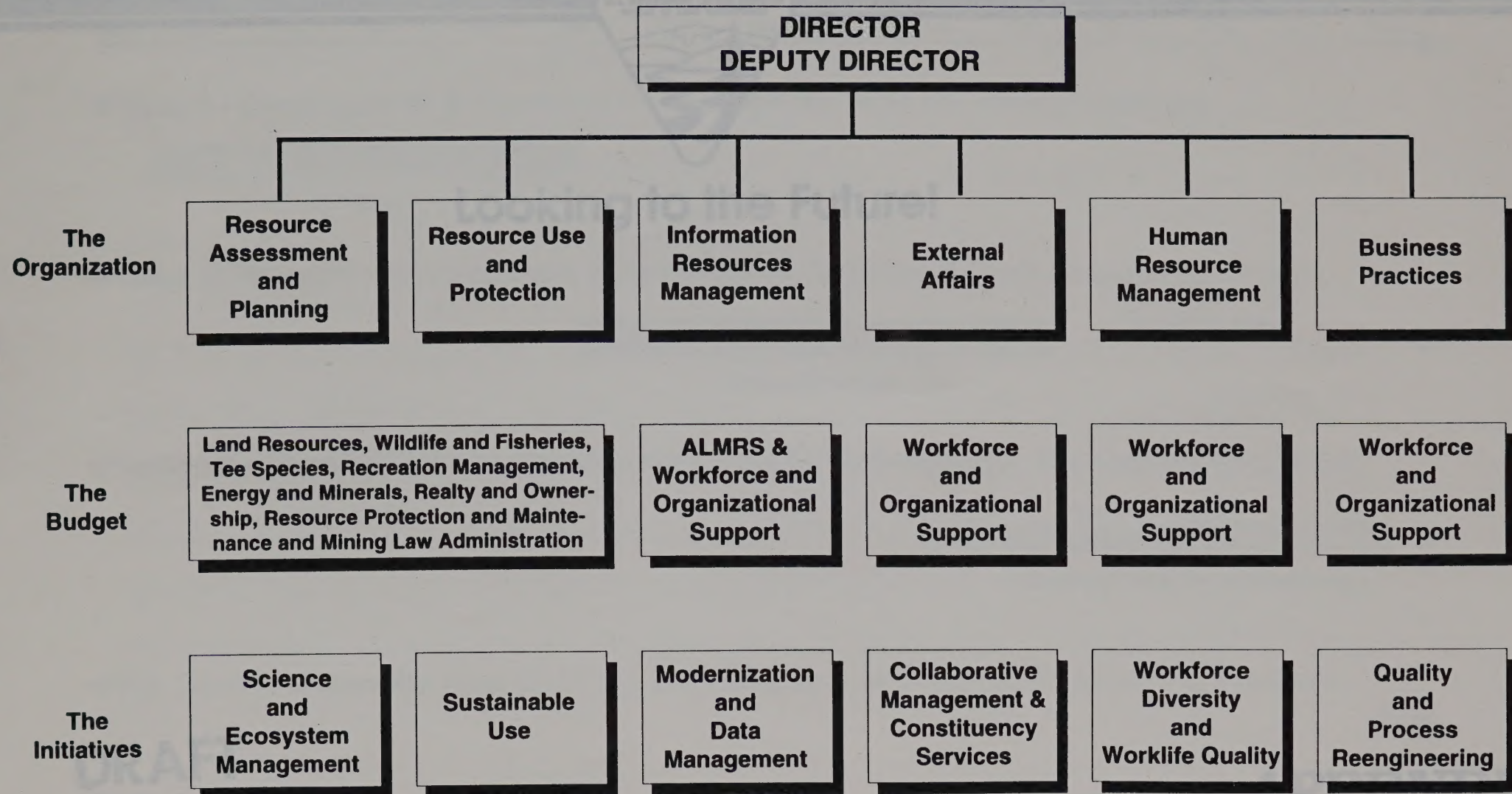


"Making Dust...Not Eating Dust..."





# HQ TRANSITIONAL INFORMATION







# HEADQUARTERS ORGANIZATION STRATEGY



Looking to the Future!

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**APPENDIX**





# HQ REORGANIZATION PROCESS OVERVIEW

1993

1994

Oct. Nov. Dec. Jan. Feb. Mar. Apr. May Jun. Jul. Aug. Sept. Oct. Nov. Dec. →

- Phase I - Development & Approval of Concept for BLM HQ Reorganization:



Concept

- Phase II Process - Development & Approval of Strategy & Draft Secretarial Order:

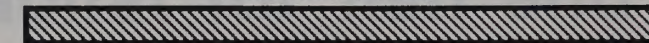


Transition Period

Superstructure

- Phase III - Development of Substructure Details, Refinements, Re-engineering, & DM:

Transition Period



Substructure &amp; Re-engineering

- Fine Tuning Under the New BLM HQ Organization...A Continually Evolving Process:



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Appendix







**FLPMA\* SECTION 102 (a) (8)**

**“The Congress declares that it is the policy of the United States that --...(8) the public lands be managed in a manner that will protect the quality of scientific, scenic, historical, ecological, environmental, air and atmospheric, water resource, and archeological values; that where appropriate, will preserve and protect certain public lands in their natural condition; that will provide food and habitat for fish and wildlife and domestic animals; and that will provide for outdoor recreation and human occupancy and use...”**

**\* Federal Land Policy and Management Act.**









**NEPA\* SECTION 101 (a)**

**“...It is the continuing policy of the Federal Government...to use all practicable means and measures...in a manner calculated to foster and promote the general welfare, to create and maintain conditions under which man and nature can exist in productive harmony, and fulfill the social, economic, and other requirements of present and future generations of Americans.”**

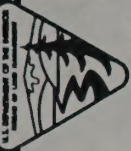
\* National Environmental Policy Act.

Appendix

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## ISSUES AND CONCERNS

- Ecosystem Management & Interdisciplinary Approach
- Communication/Coordination/Collaboration
- Identity for Internal & External Customers, Partners, Stakeholders
- Professional Identity, Advancement, & Jobs for Employees
- Cross-Cutting Issues/Functions
- Duplications
- New Functions (Future/Changing Needs & Strategic Plans)
- Appropriate Roles (HQ: Policy & Guidance; Field: Operational)
- Low Priority Issues/Functions
- Re-engineering & Efficiency Improvements
- Streamlining & Delayering
- Budget & FTE Targets/Goals
- Budget & Field Office Relationships/Linkages
- Delegation of Decision-Making Authority
- Accountability
- Customer Service
- Flexibility & Responsiveness to Needs and Change
- Products & Outcomes
- Other



